



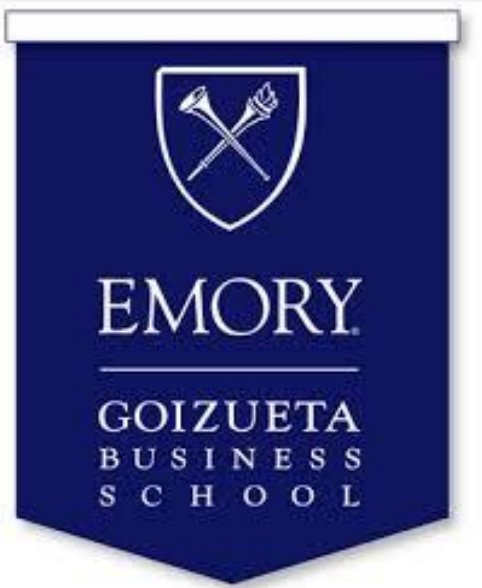
INDIANA DEPARTMENT OF EDUCATION CHARTER SCHOOL MARKETING

The Foundations of Charter School Marketing in Indiana



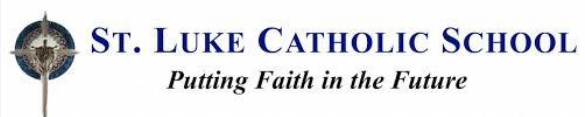
Marketing and Recruitment Strategies for Schools

ABOUT BRIGHT MINDS MARKETING
Boutique school enrollment and marketing firm



SAMPLE OF CUSTOMERS

Over 40 different school systems across the United States



WHAT IS THE NUMBER ONE REASON WHY A CHARTER SCHOOLS FAIL?

- A. Academic results
- B. Failure to fulfill the requirements of their charter
- C. Scandal or illegal activities
- D. Finances

FUTURE OF SCHOOLS

Short on students, 3 Indianapolis are closing. But 6 more will open

BY STEPHANIE WANG - MAY 23, 2018

azcentral.
PART OF THE USA TODAY NETWORK

EDUCATION

LOCAL

L.A. charter school closes due to low enrollment; campus was in network co-founded by Ref Rodriguez



By HOWARD BLUME AUG 24, 2018 | 8:00 PM

Denverite

NEWSL

News

Things to Do

Culture

Homes & Cranes

Why these Denver charter schools are closing or delaying opening

Chalkbeat

May 07 2018 · 10:04 a.m.

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TWEET

EMAIL

By Melanie Asmar, Chalkbeat

Suffering from low enrollment, two Denver charter schools will close, one will delay opening. Parents are concerned about the impact on students.



A CAUTIONARY TALE: ST. JOSEPH COLLEGE

- Founded in 1889
- Ranked as a “Best Midwestern College” by Princeton Review
- 1,100 students were enrolled at time of closure



St. Joseph College

MARKETING IS IMPORTANT TO YOUR SCHOOL



WHAT A LOT OF PEOPLE THINK ABOUT MARKETING



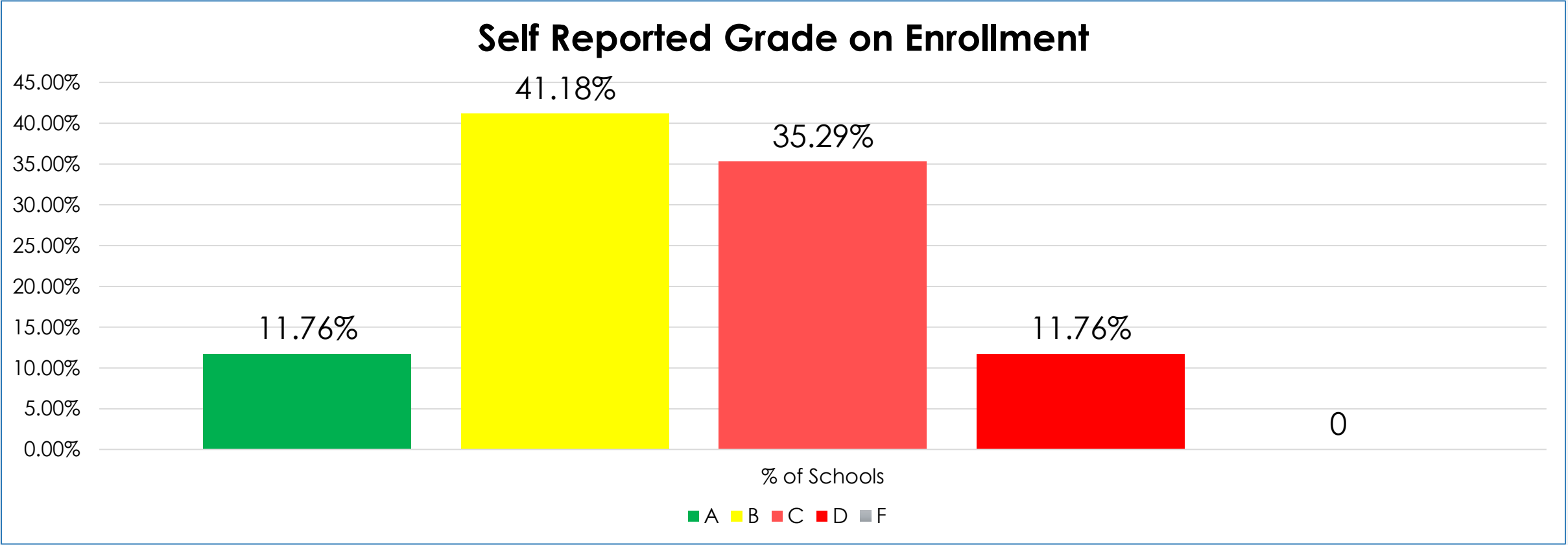
WHY IS MARKETING IMPORTANT TO A CHARTER SCHOOL?

- **Financial**
 - Student enrollment numbers represents most of your operating income
 - Only 17% of respondents have a dedicated enrollment person
- **Increasing competition**
 - More charter schools are opening
 - Existing public and private schools are focusing more on marketing
- **Holistic approach**
 - Marketing is not just bringing in new students but also keeping your existing families satisfied

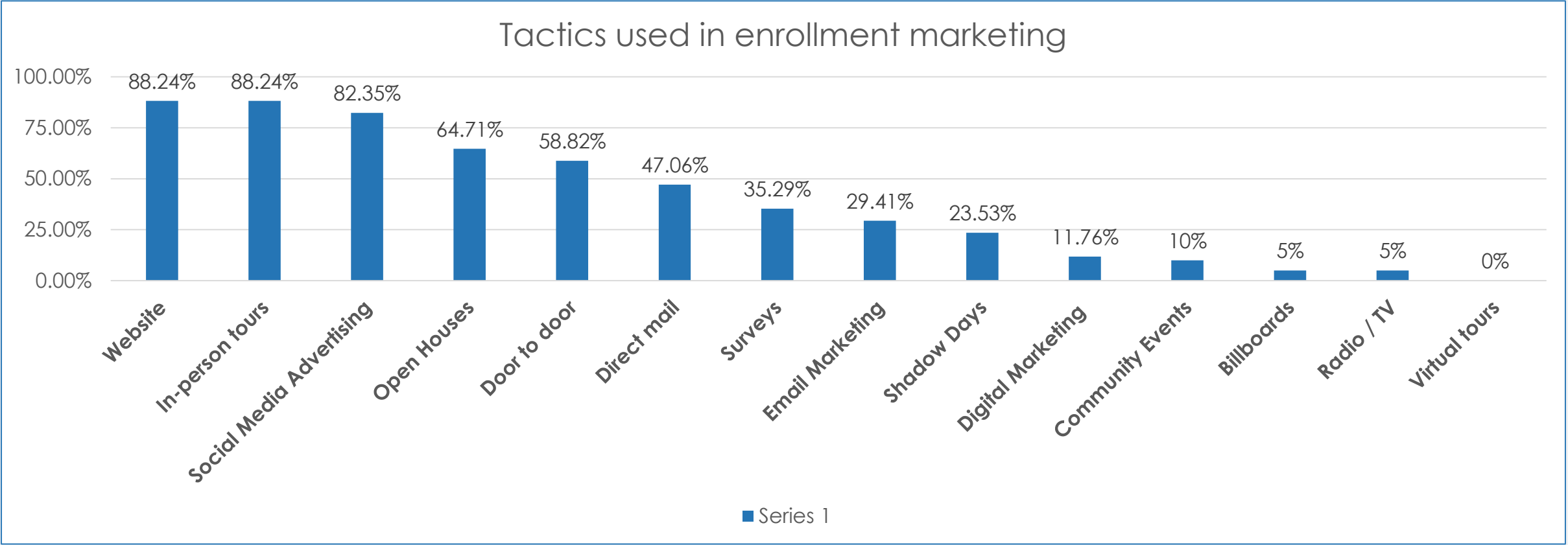


INDIANA CHARTER SCHOOL SURVEY RESPONSES

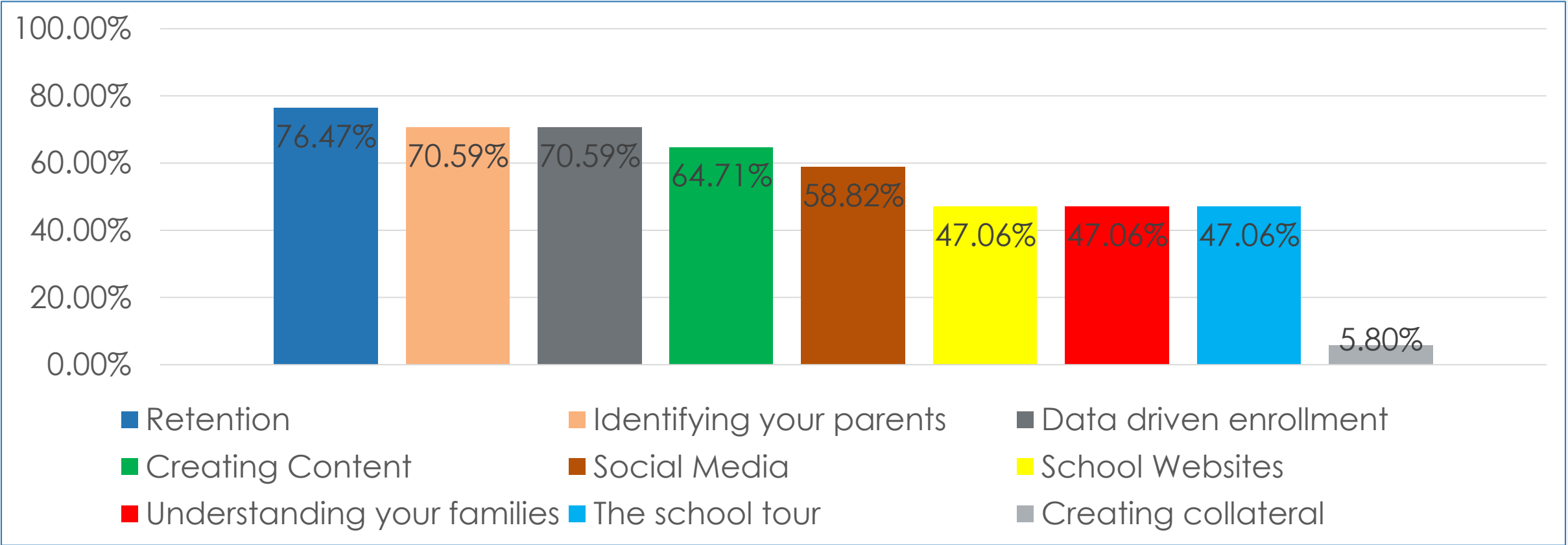
“What grade would you give your school on your ability to enroll students



TACTICS USED IN ENROLLMENT MARKETING



WHERE DO YOU SAY YOU NEED SUPPORT

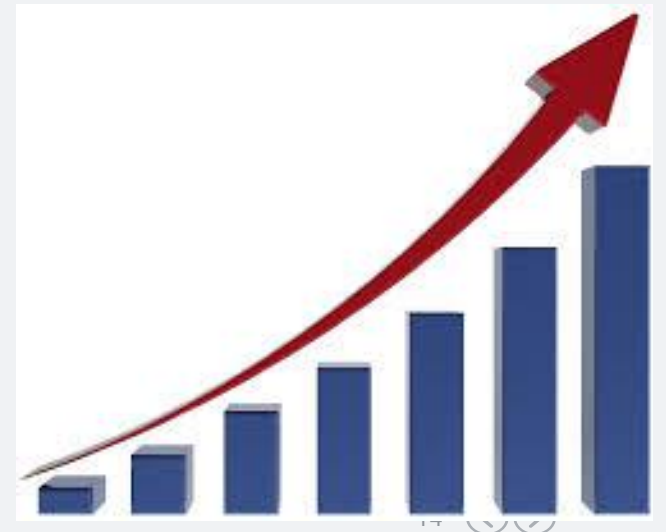


OUR SERIES

Date	Topic
10/16/18 @ 12:00	Introduction: Understanding the foundations of enrollment marketing
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5/14/19 @ 12:00	Retention: Surveys and communication at your school

AGENDA

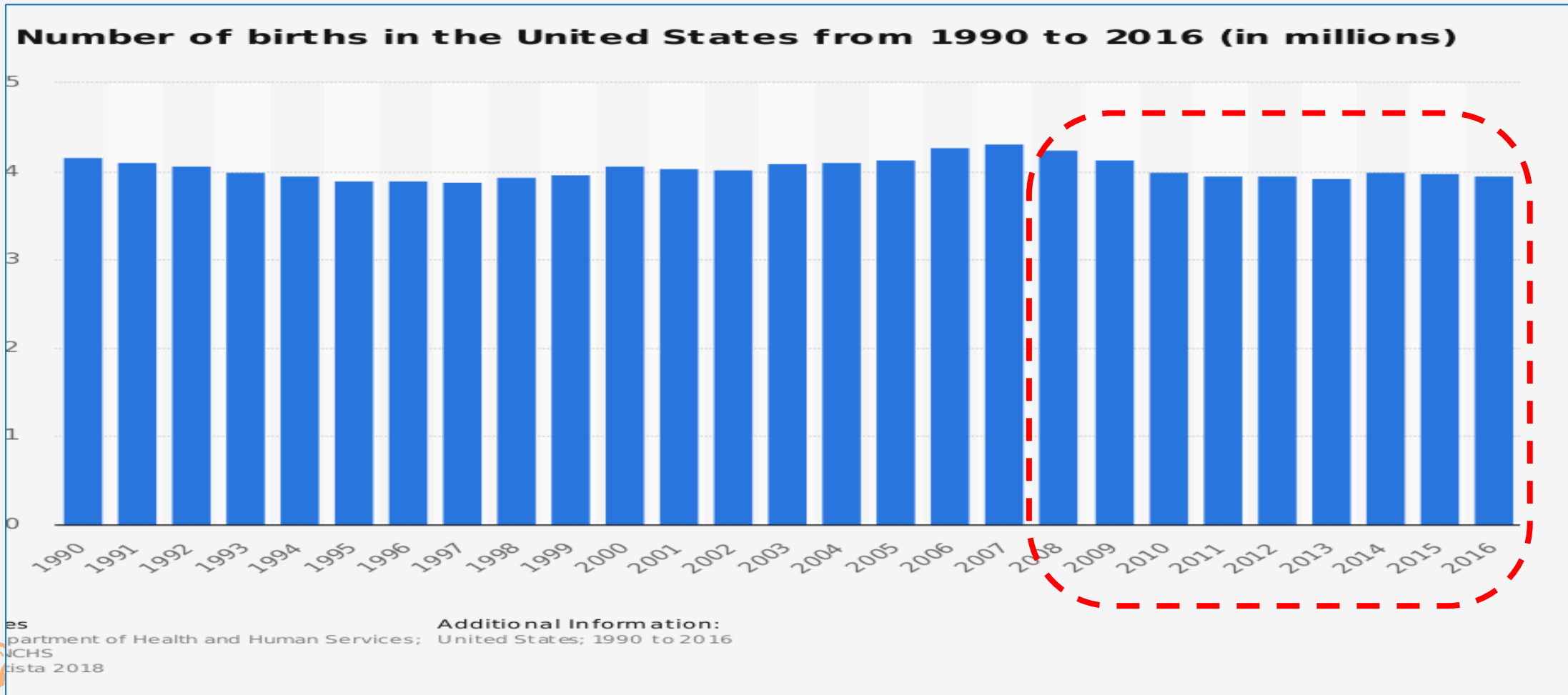
- Overview of the national educational environment
- Overview of the Indiana educational environment
- Critical trends impacting charter schools in Indiana
- The 4 pillars of a strong enrollment management program
- The enrollment funnel
- How to diagnosis your enrollment challenges



THE NATIONAL EDUCATIONAL ENVIRONMENT

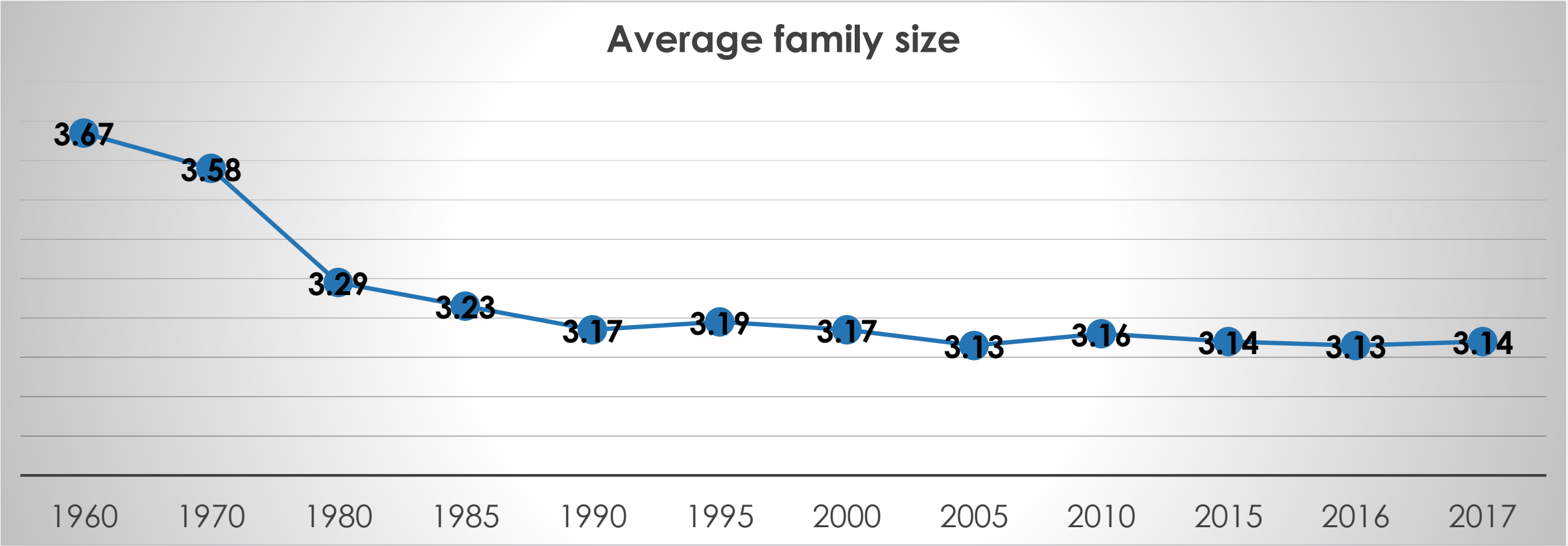
DEMOGRAPHIC TRENDS: US BIRTH RATES

Impact of the great recession dramatically impacted the number of “available students”



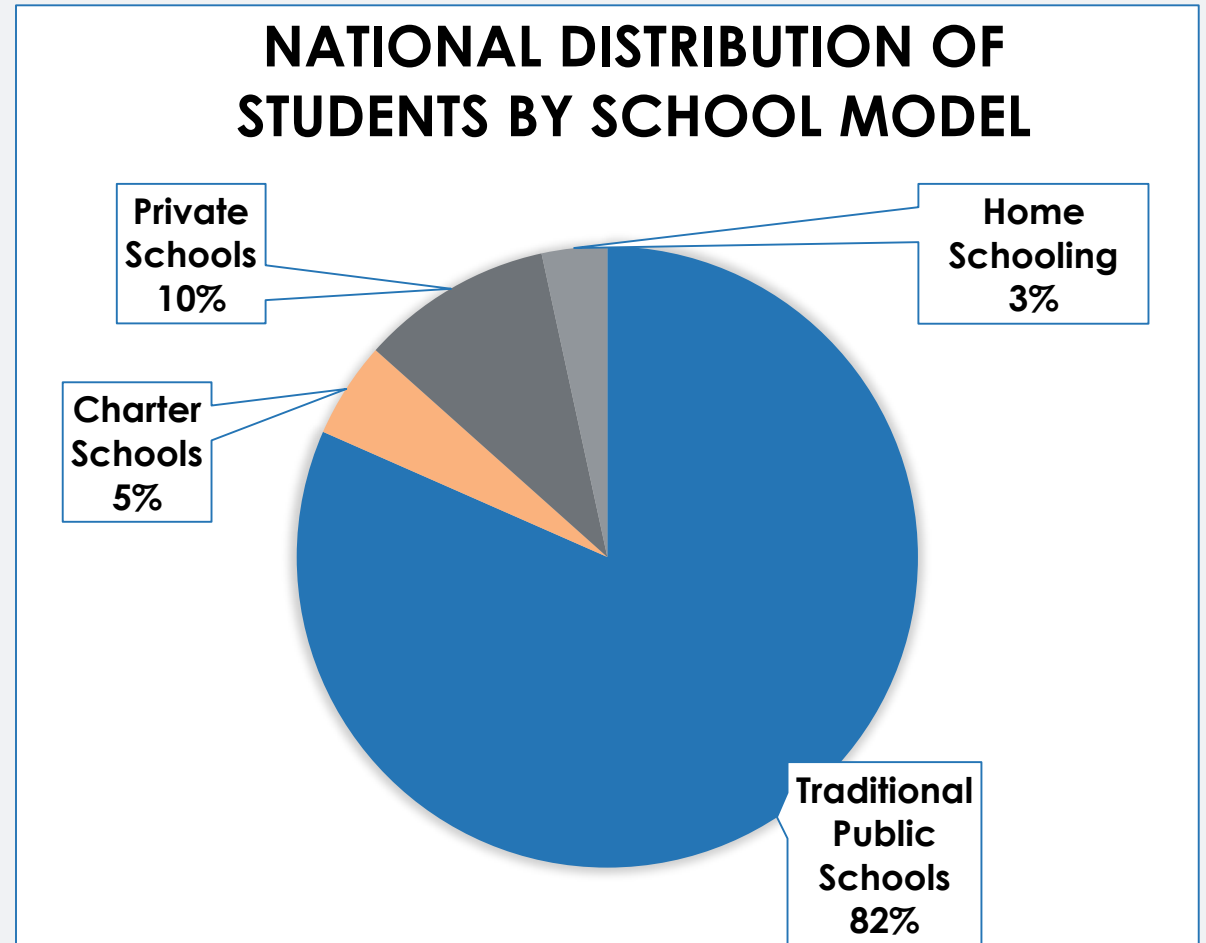
DEMOGRAPHIC TRENDS: FAMILY SIZES

Smaller family sizes means that you have to have more unique families at your school



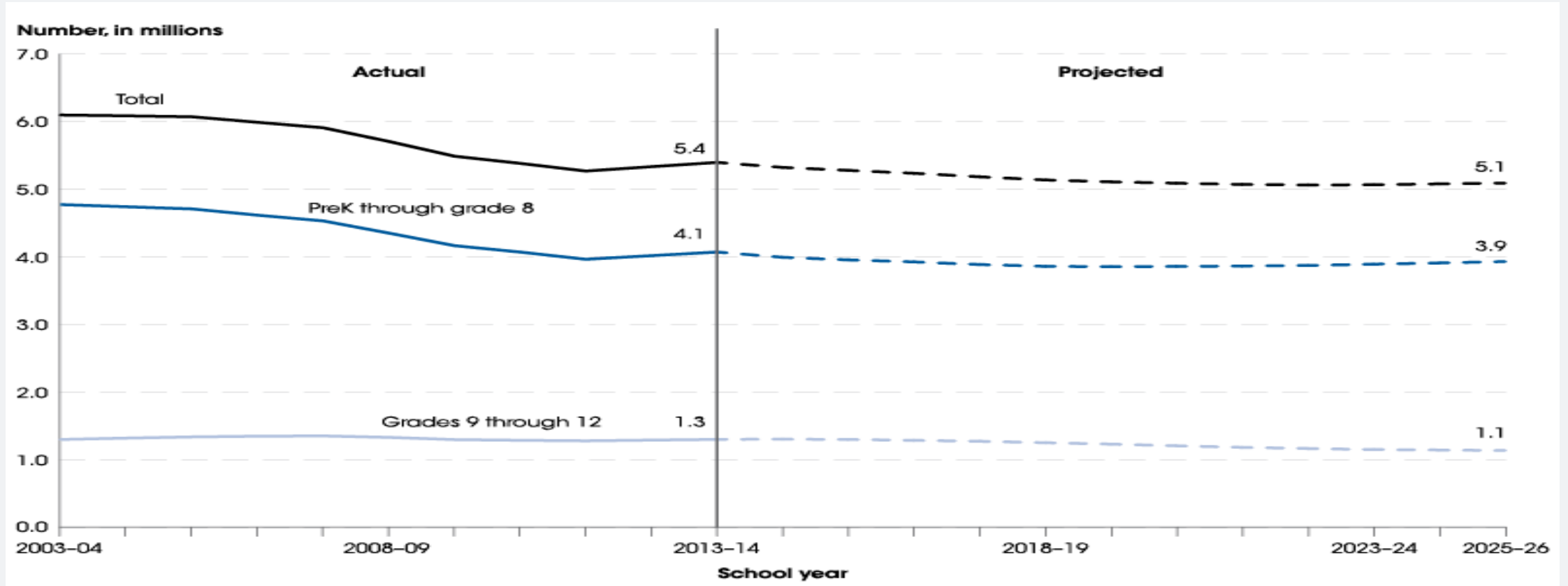
TYPE OF SCHOOL MODEL CHOSEN BY FAMILIES IN THE US

- Public Schools 82%
 - Declining
- Private schools: 10%
 - In decline
- Home schools: 3%
 - Estimates of 2 – 6% growth
- Charter schools: 5%
 - Growing by 5% a year



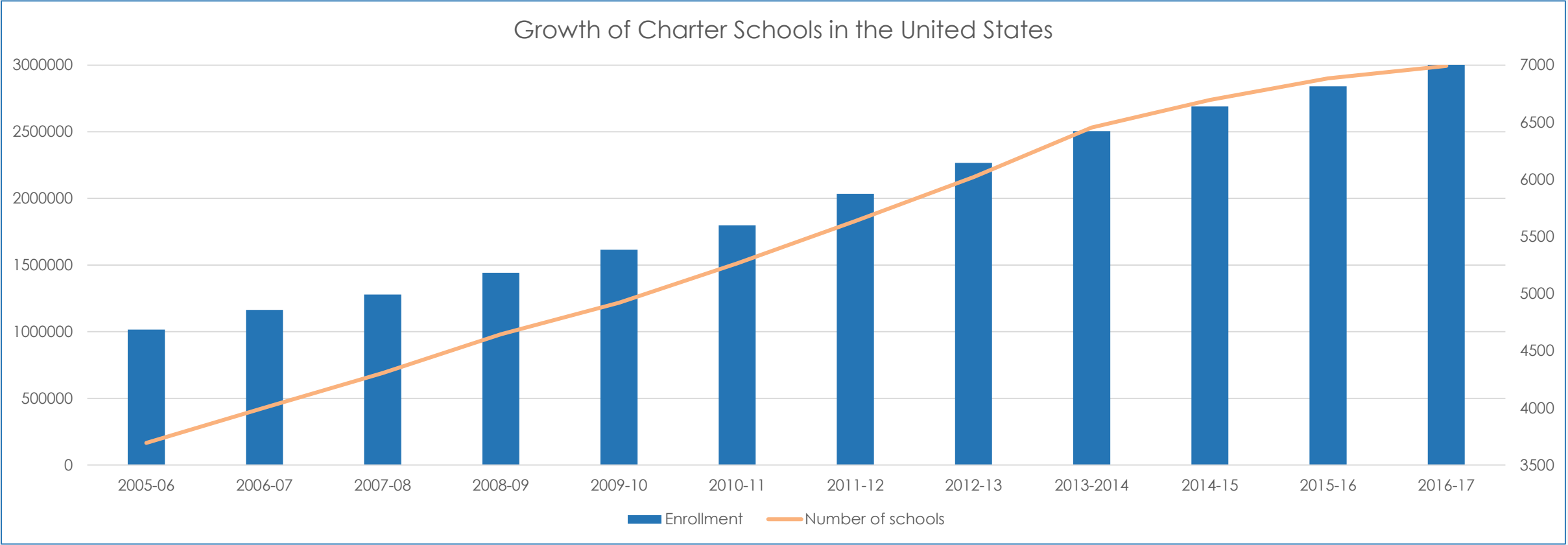
FEWER STUDENTS NATIONALLY ARE PICKING PRIVATE SCHOOLS

NCES projects a decrease in private school attendance (Nationwide) from 5.4M in 2014 to 5.1M in 2025-2026



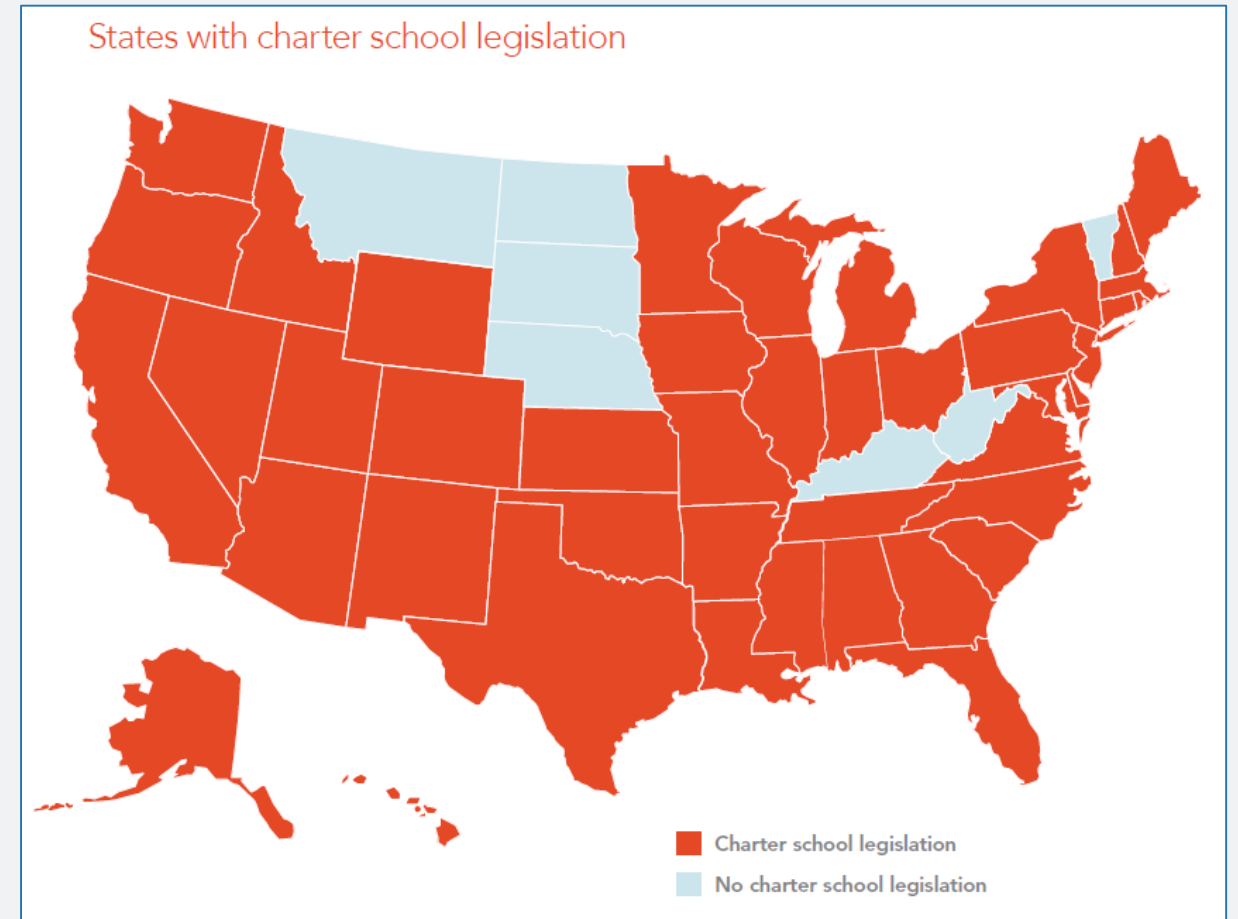
NATIONAL GROWTH OF CHARTER SCHOOLS

There are over 500,000 students on charter school waiting lists



GROWTH OF CHARTER SCHOOLS

- 43 states now allow charter schools. Includes DC and PR
- 3.2 Million students attend a charter school
- 7,000 charter schools nationwide



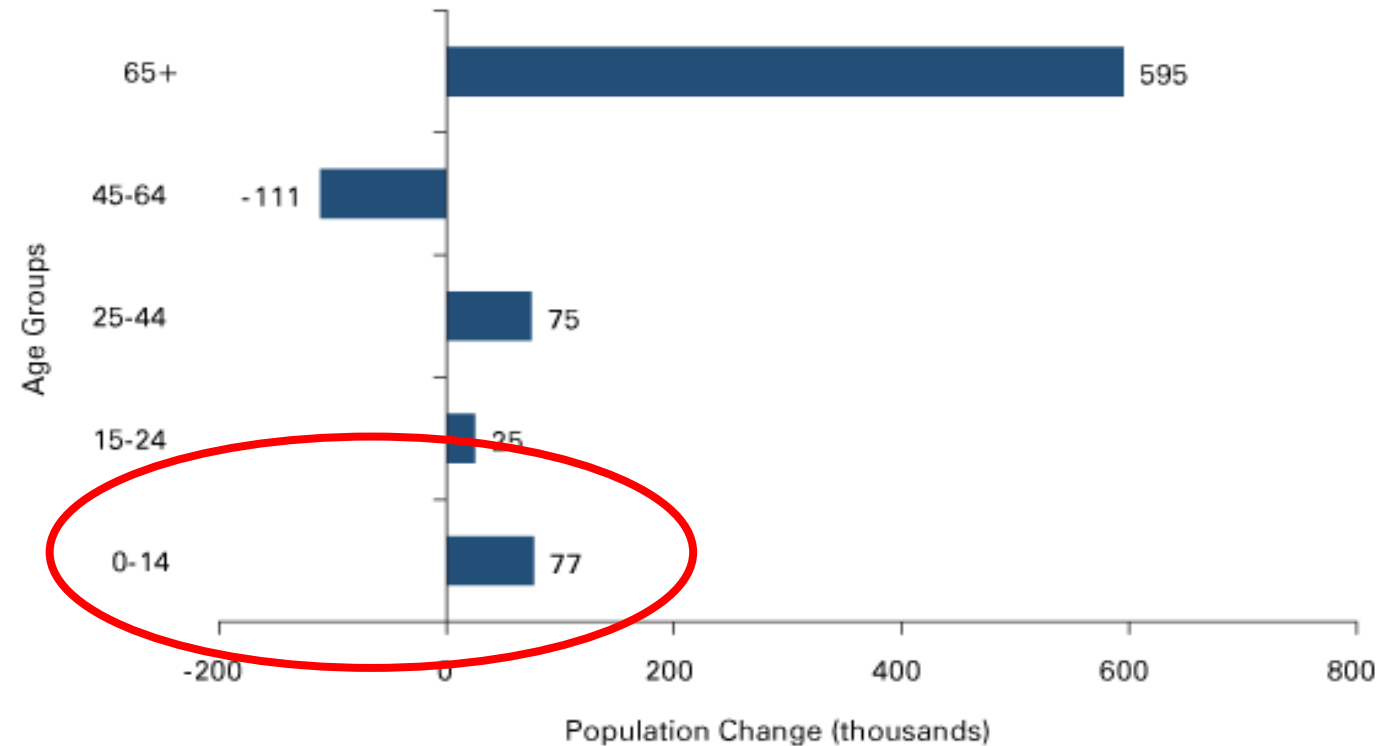
Source: National Alliance for Public Charter Schools

THE INDIANA ENVIRONMENT

THE INDIANA STUDENT POPULATION

The number of school aged children in Indiana is growing . . .

Figure 3: Projected Population Change by Age Group, 2010 to 2030

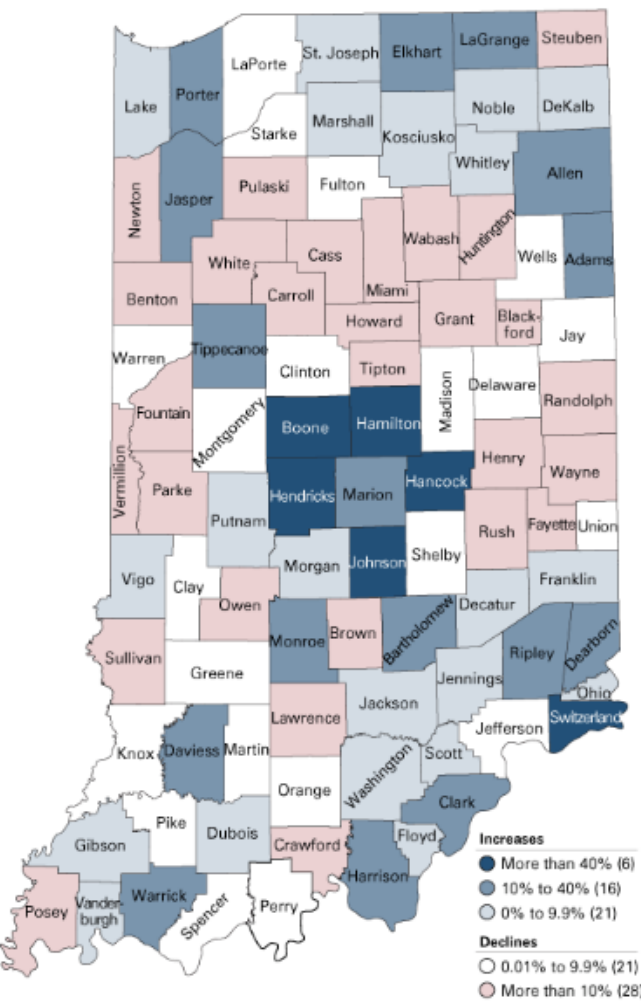


Source: Indiana Business Research Center

BUT STUDENT GROWTH IS NOT EVEN AROUND THE STATE

Most of the population growth is around the major metro areas

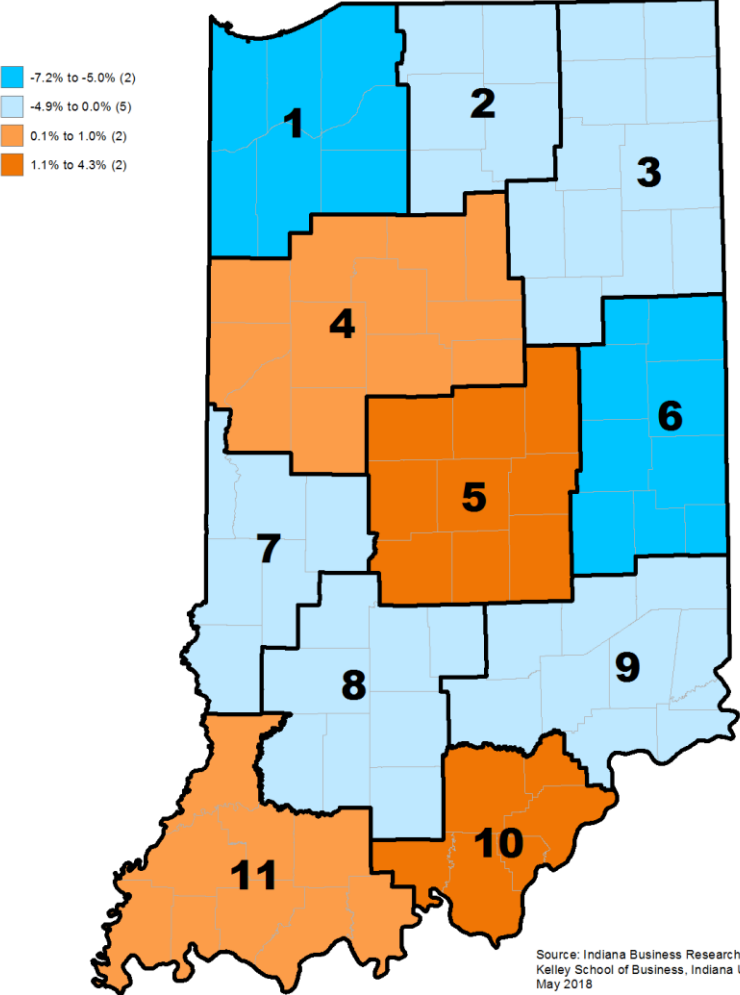
Figure 5: Projected Population Change by County, 2010 to 2050



Source: Indiana Business Research Center

Population Projections: Economic Growth Regions

Percent Change in School-Age Population (Ages 5-19), 2015 to 2025



Source: Indiana Business Research Center, Kelley School of Business, Indiana University, May 2018



B

Source: Indiana Business Research Center

INDIANA STUDENTS BY THE NUMBERS

- In 2017-2018, Indiana had 1,139,822 K-12 aged students within the state
- 48,465 (4.25%) of these students attend a charter school (Note: Adult HS included in this number)
- 86,070 (7.55%) of these students attend one of the private schools in Indiana



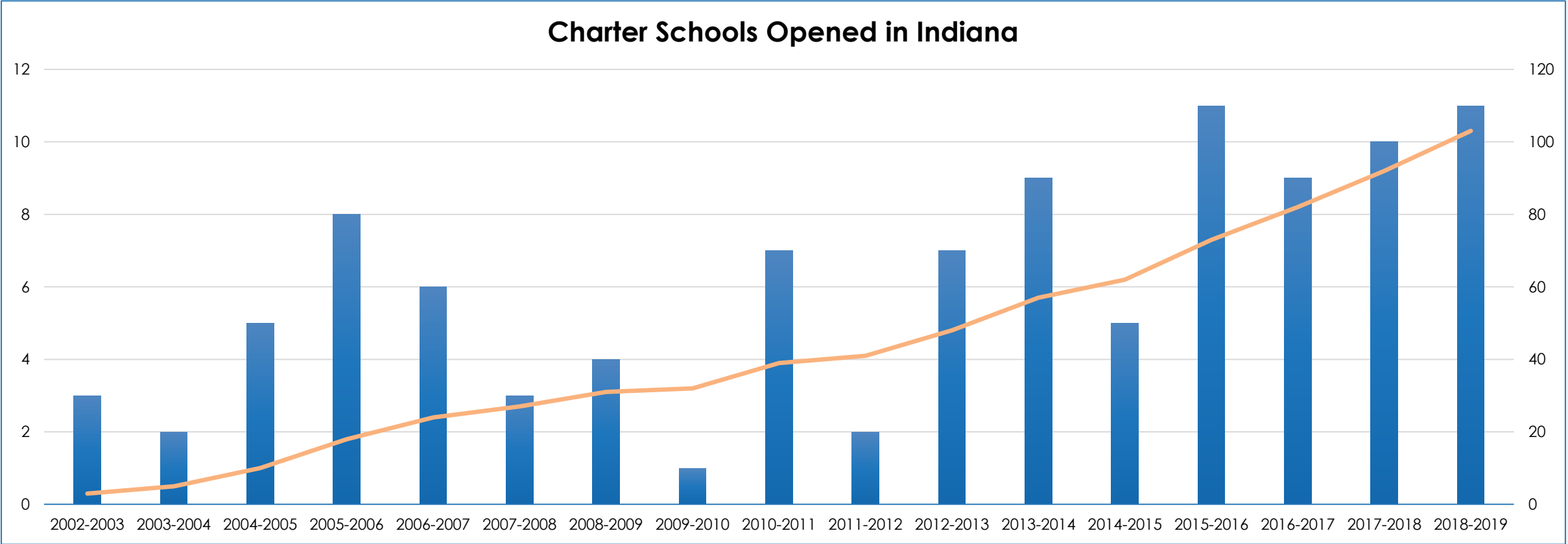
INDIANA CHARTER SCHOOLS

2018 – 2019 Operating Charter Schools

- 103 Charter Schools operate in the state of Indiana
- 77 “Traditional”
- 17 Adult Drop Out Recovery
- 6 Virtual schools
- 3 Specialized (Hope Academy, Marion Academy, Damar Academy)



INDIANA CHARTER SCHOOL TOTAL NUMBERS



TOP 10 DISTRICTS WITH CHARTER ENROLLMENT

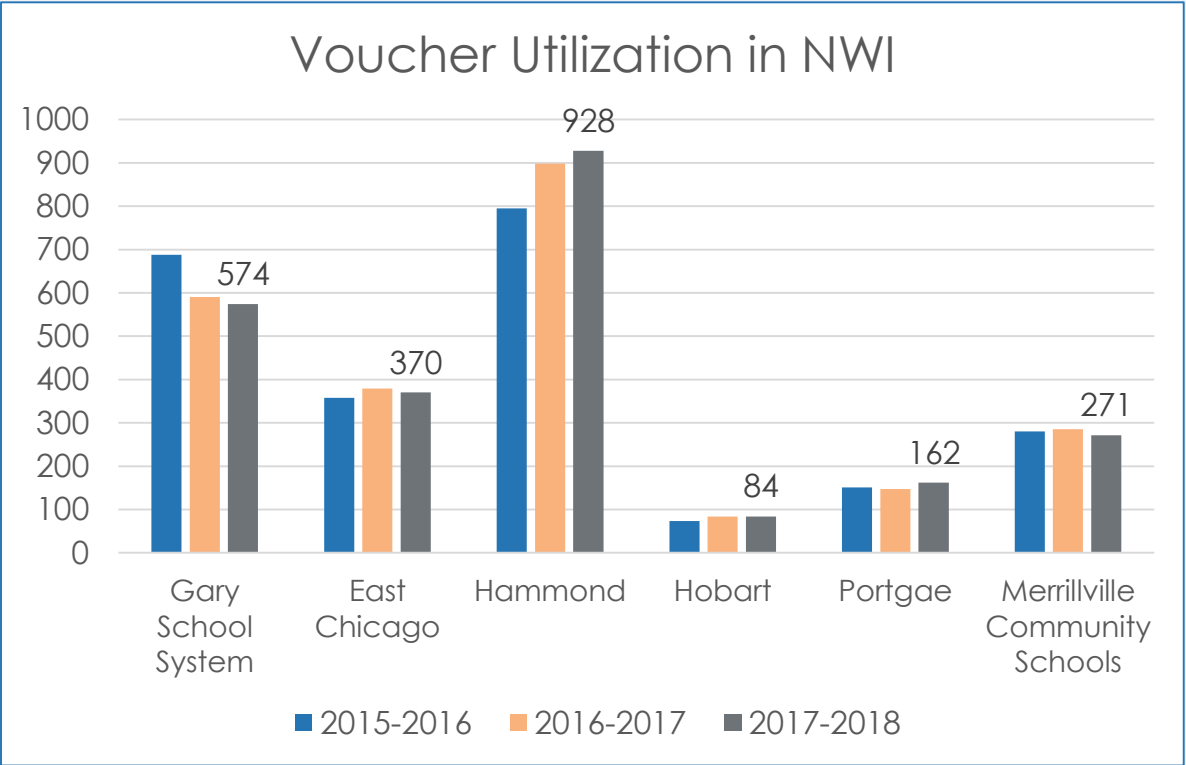
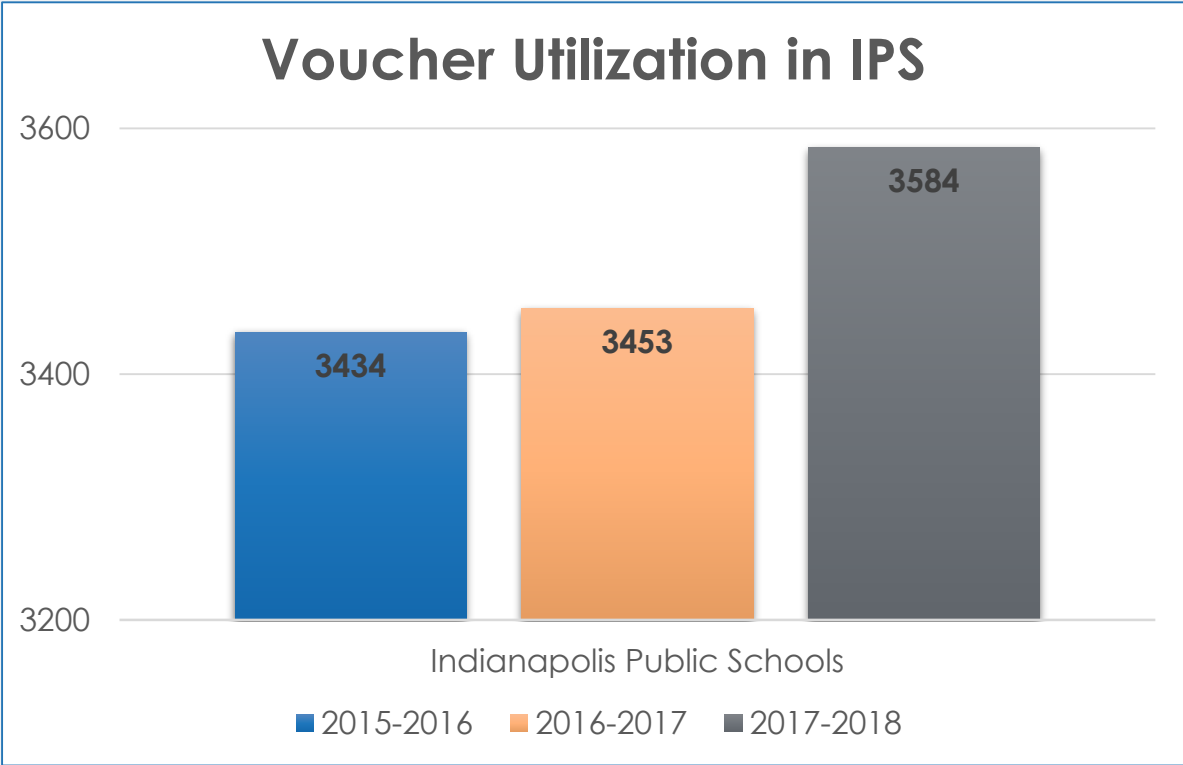
Indiana has 2 districts in the top 10 of charter penetration

School District	State	% of Enrollment
New Orleans Public School System	LA	93%
School District of the City of Flint	MI	55%
Detroit Public Schools Community District	MI	53%
Queen Creek Unified District	AZ	48%
Gary Community School Corporation	IN	46%
District of Columbia Public Schools	DC	46%
Kansas City School District	MO	43%
Camden City School District	NJ	38%
Natomas Unified School District	CA	33%
Indianapolis Public Schools	IN	33%

TRENDS IMPACTING CHARTER SCHOOLS IN INDIANA

1. Move to a single count day in 2017-2018 school year
2. Funding remains lower than traditional public schools
 - Traditional “brick and mortar” charter schools receive 86% of like traditional public school
 - Average per pupil funding: “Like traditional Public School: \$8,746” vs. “Brick and Mortar Charter School: \$7,543”
3. Growth of voucher programs / tax advantage programs
 - 35,458 students in Indiana used a voucher in 2017-2018
 - 3.38% growth over 2016-2017

IMPACT OF VOUCHERS ON HOME SCHOOL SYSTEMS



TRENDS IMPACTING CHARTER SCHOOLS IN INDIANAPOLIS

1. Growth of “Innovation School” concept

- Of the 38 “traditional” charter schools in Indianapolis – 13 (34%) are innovation schools

2. Enroll Indy

- Unified enrollment system first rolled out for the 2018-2019 school year

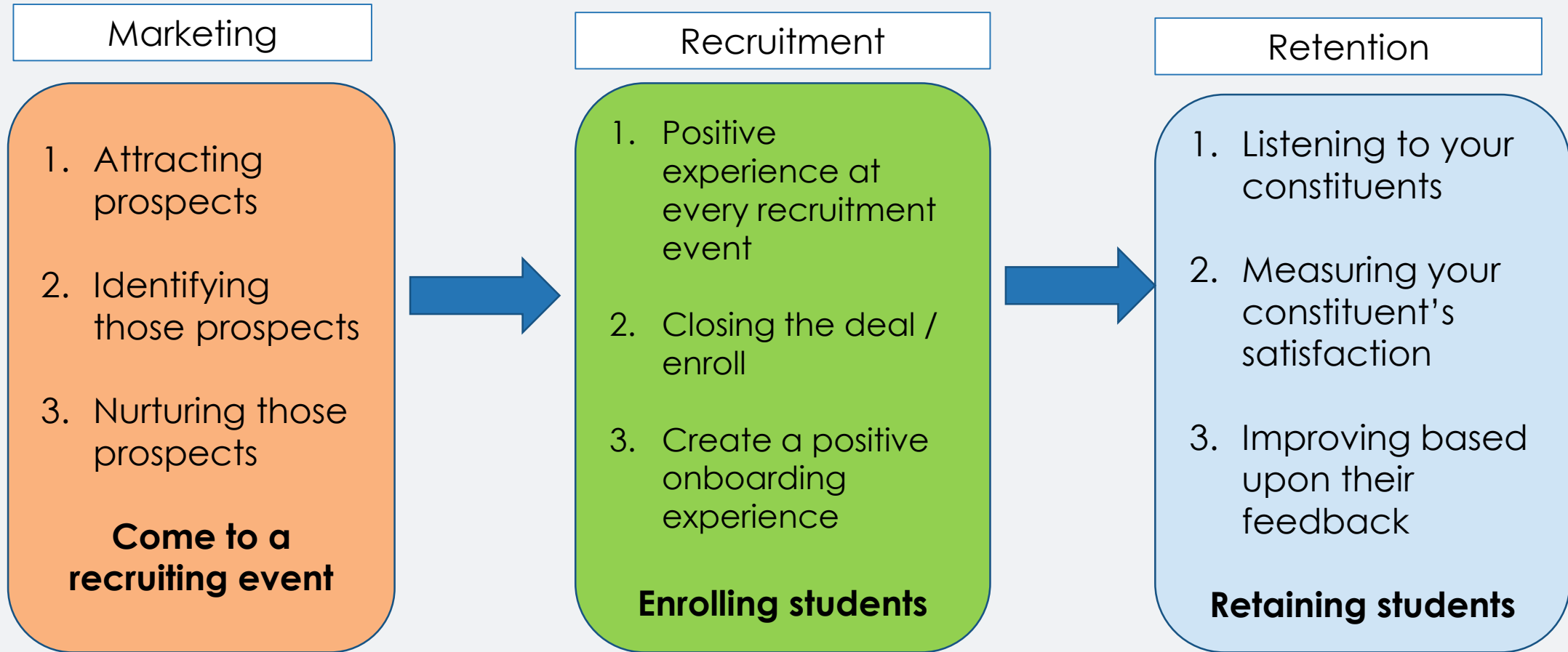
INDIANA CHARTER SCHOOL ENROLLMENT

The sector is fairly healthy with the majority of schools increasing enrollment

Type of School	Number of schools	Increasing Enrollment (over 3 years)	Stable Enrollment (over 3 years)	Decreasing Enrollment (over 3 years)	Not enough data
Traditional brick and mortar	77	27	25	10	15
Specialized	3	2	1	0	0
Adult High School	17	3	7	2	5
Virtual	6	3	0	1	2
Total	103	35	33	13	22

INTRODUCTION TO CHARTER SCHOOL MARKETING

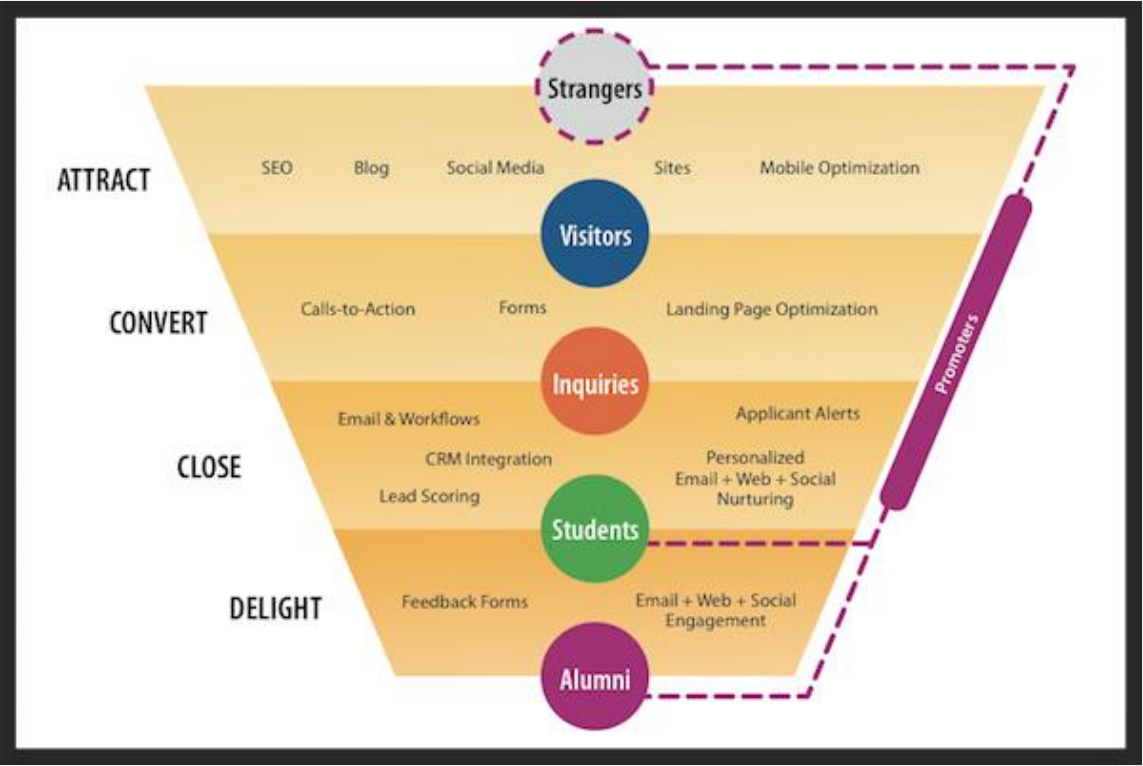
THE 4 COMPONENTS TO A STRONG ENROLLMENT SYSTEM



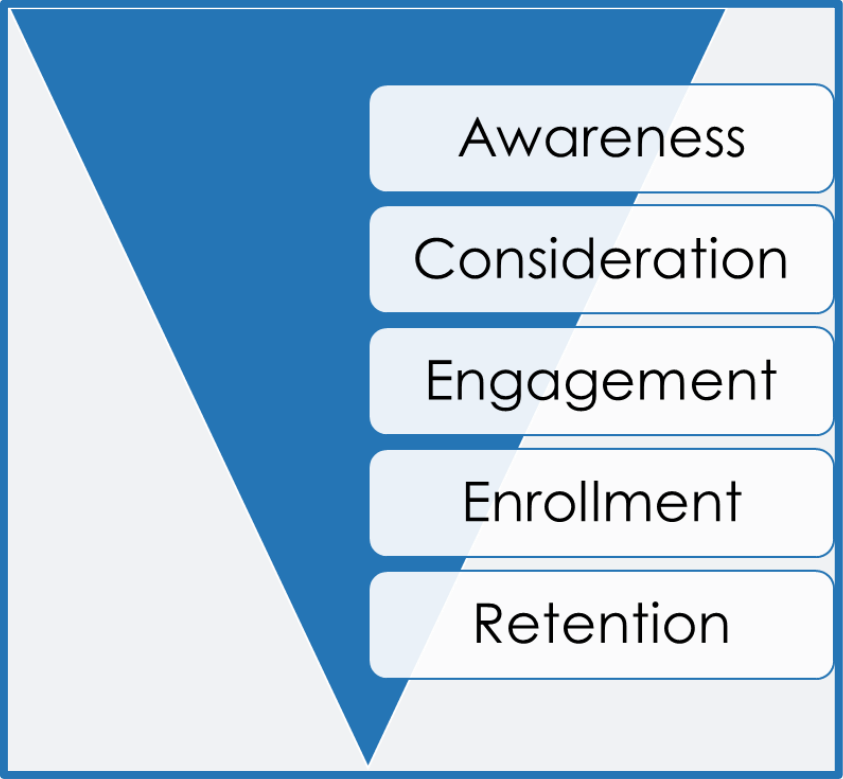
Operations: Know your self, your environment, your competition, and your customer. Create messages that resonate with her and have ways to deliver those messages

THE ADMISSIONS FUNNEL

The School's Perspective

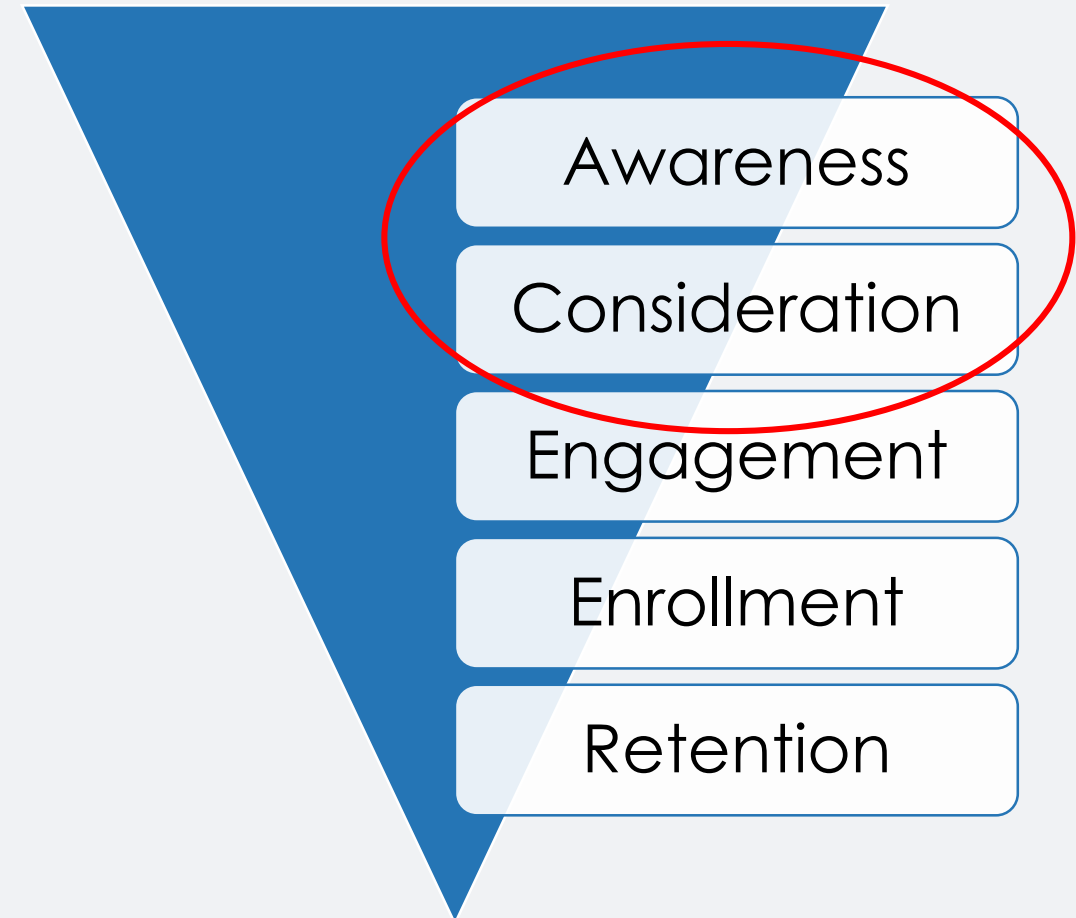


The Parent's Perspective



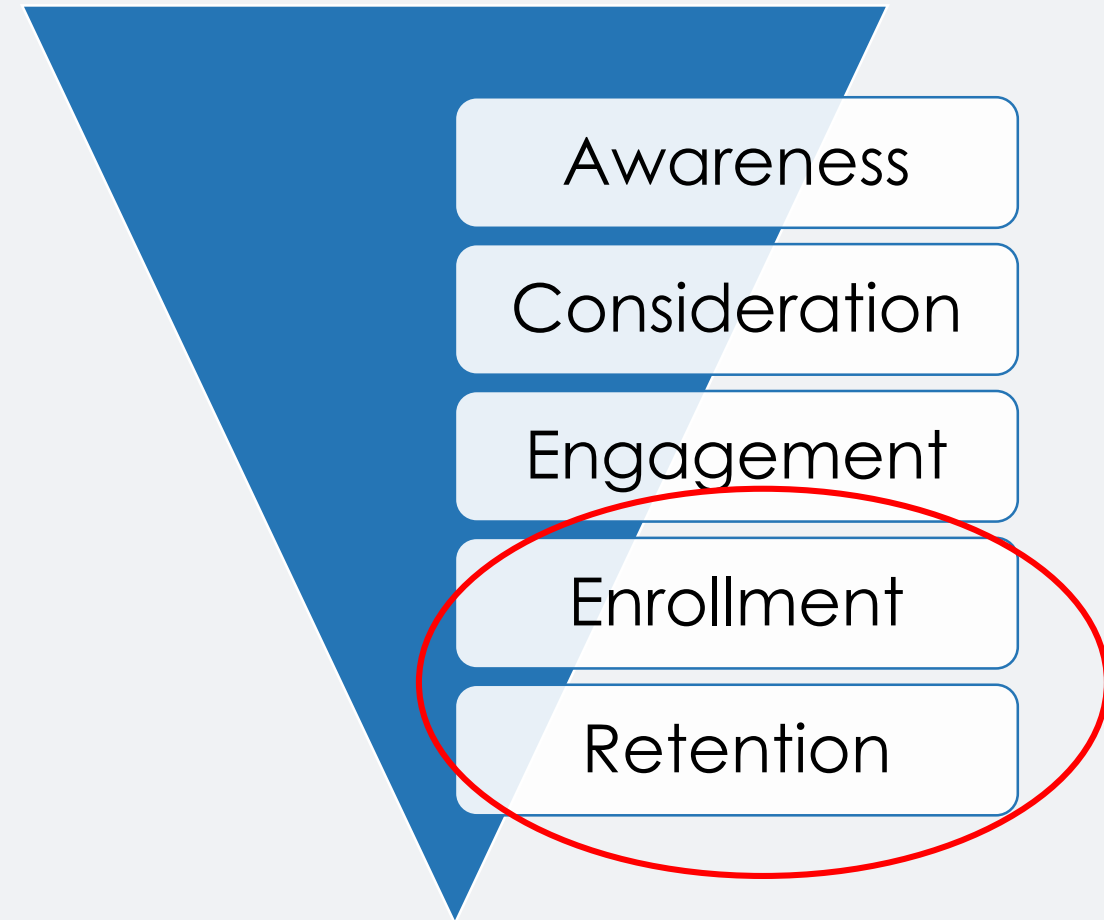
IDENTIFY THE CORRECT PROBLEM THAT YOU ARE TRYING TO SOLVE

- Example: Client is a large charter school in Indianapolis.
- It has exemplary academics and a number of strong extra-curricular activities.
- Recently it has seen a decrease in its incoming class.
- Its' closure rate has remained constant but fewer new potential students are entering it's funnel.



IDENTIFY THE CORRECT PROBLEM THAT YOU ARE TRYING TO SOLVE

- Example: Client is medium sized charter school in a northern Indiana town.
- Though it consistently enrolls its' goal of students, 30% of the students don't show up the first day and it also maintains a 65% retention rate.
- It is constantly recruiting new students as a result



THE POWER OF THE 5 WHYS

What can Toyota teach us about school marketing

- Toyota in the early 1980s
 - Foreign company going up against entrenched US car industry
 - US cars had a reputation of poor quality
- Manufacturing excellence
 - The use of 6 Sigma and the power of the 5 Whys

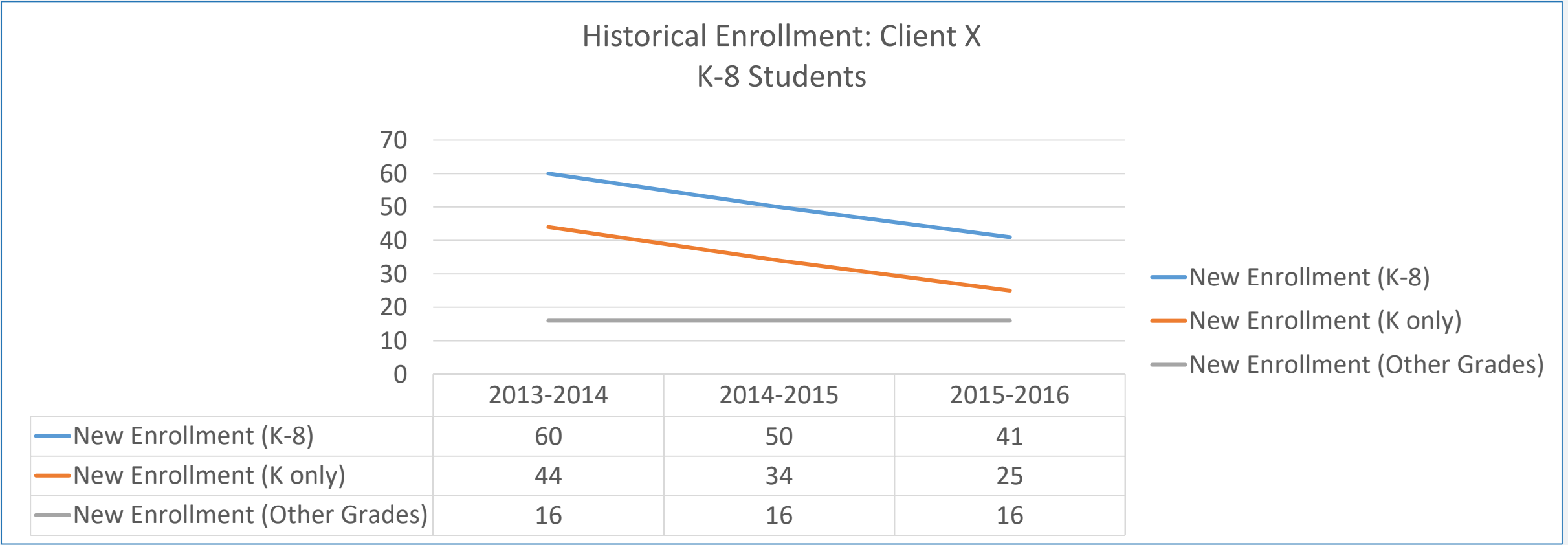


DIAGNOSING A ENROLLMENT PROBLEM USING THE 5 WHYS

K-8 Catholic School in Indianapolis

- **Question 1: Why is overall enrollment down?**
 - Retention had stayed constant at 95% over 5 years
 - Still attracting the same number of 1-7th graders that they had in the past.
 - Incoming kindergarten numbers were almost 50% of what they had been 3 years ago.

CLIENT X: ENROLLMENT BY GRADE



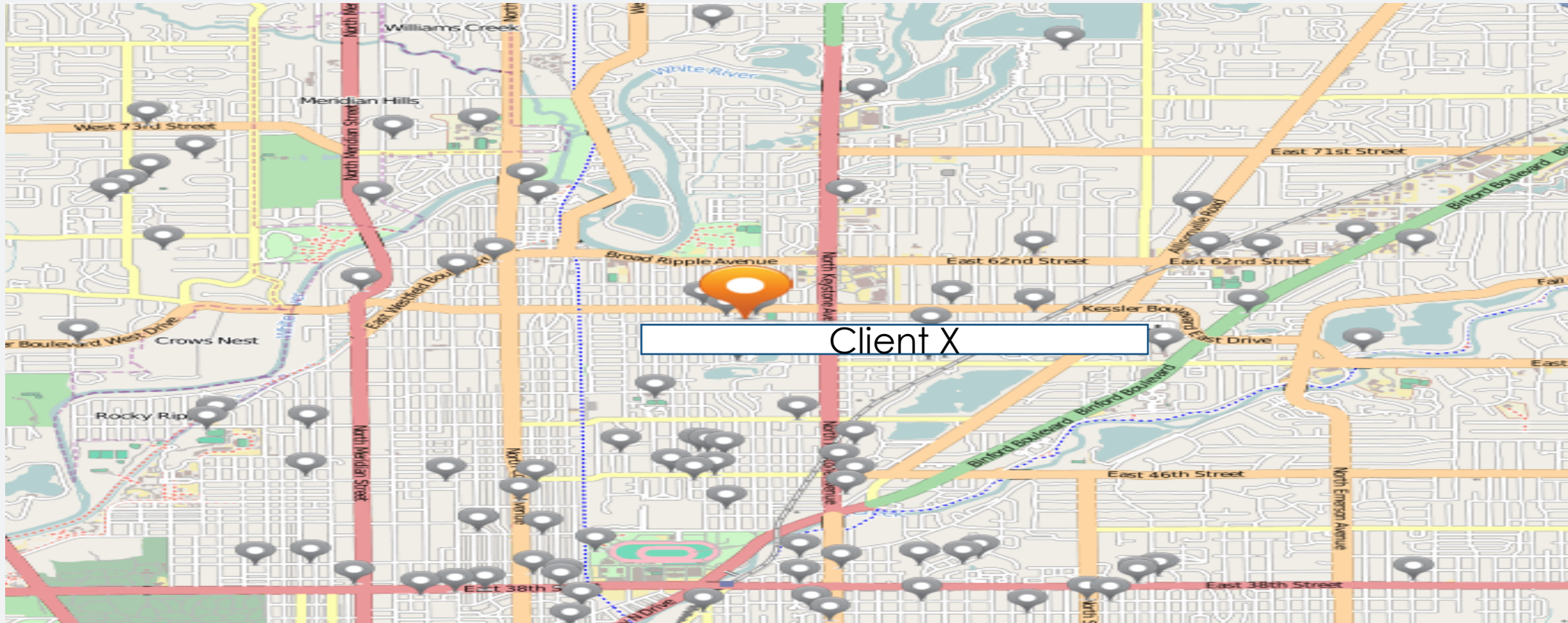
DIAGNOSING A ENROLLMENT PROBLEM USING THE 5 WHYS

K-8 Catholic School in Indianapolis

- **Question 2: Why are kindergarten numbers down?**
 - Traditionally pulled from their parish to fill their kindergarten seats, but the parish was beginning to shrink in size, decreasing the “available pool” of parish kids.
 - 4 preschools represented 85% of their kindergarteners.

DIAGNOSING A ENROLLMENT PROBLEM USING THE 5 WHYS

100 Preschools within a 5-mile radius



DIAGNOSING A ENROLLMENT PROBLEM USING THE 5 WHYS

K-8 Catholic School in Indianapolis

- **Question 3: Why are we not a choice for kindergarten students in more of the nearby preschools?**
 - Discussions with some of the preschools around the client showed that they didn't even consider the client when parents asked for a recommendation.

DIAGNOSING A ENROLLMENT PROBLEM USING THE 5 WHYS

K-8 Catholic School in Indianapolis

- **Question 4: Why don't parents at these nearby preschools know about or consider our school?**
 - The school had never conducted any sort of outreach to these preschools. They had just done their typical approach to marketing which had been primarily parish outreach.

DIAGNOSING A ENROLLMENT PROBLEM USING THE 5 WHYS

K-8 Catholic School in Indianapolis

- **Question 5: Why are we not actively engaging with these preschools to tell them about our school?**

Because we have never done it before!

IMPROVING ENROLLMENT AT YOUR CHARTER SCHOOL: SUMMARY

- Understand your environment
 - Birth rate and population shifts
- Break your enrollment into the four components
 - Operations
 - Marketing
 - Recruitment
 - Retention
- Utilize the funnel and the “5 whys” to isolate and identify what to improve first

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ADDITIONAL RESOURCES

Bright Minds Marketing

- [10 Things every administrator needs to know about marketing your school](#)
- [What can Toyota teach us about school marketing](#)
- [The state of charter schools in Indiana](#)
- [The pillars of an enrollment program](#)

Indiana Department of Education

- General charter school resources:
 - <https://www.doe.in.gov/grants/charter-school-resources>
 - <https://www.doe.in.gov/grants/charter-school-program>
- [Evaluation of the charter school sector \(ISBOE\)](#)
- [Choice Scholarship Report](#)

THANK YOU!!!

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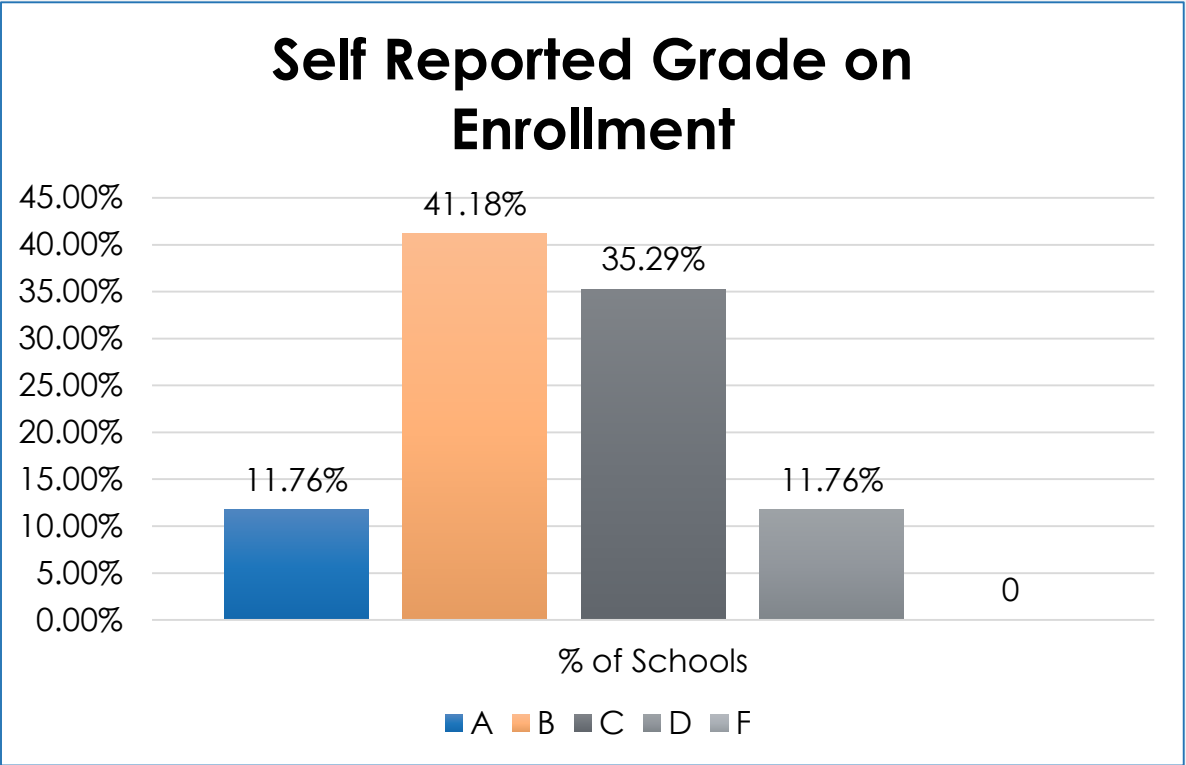
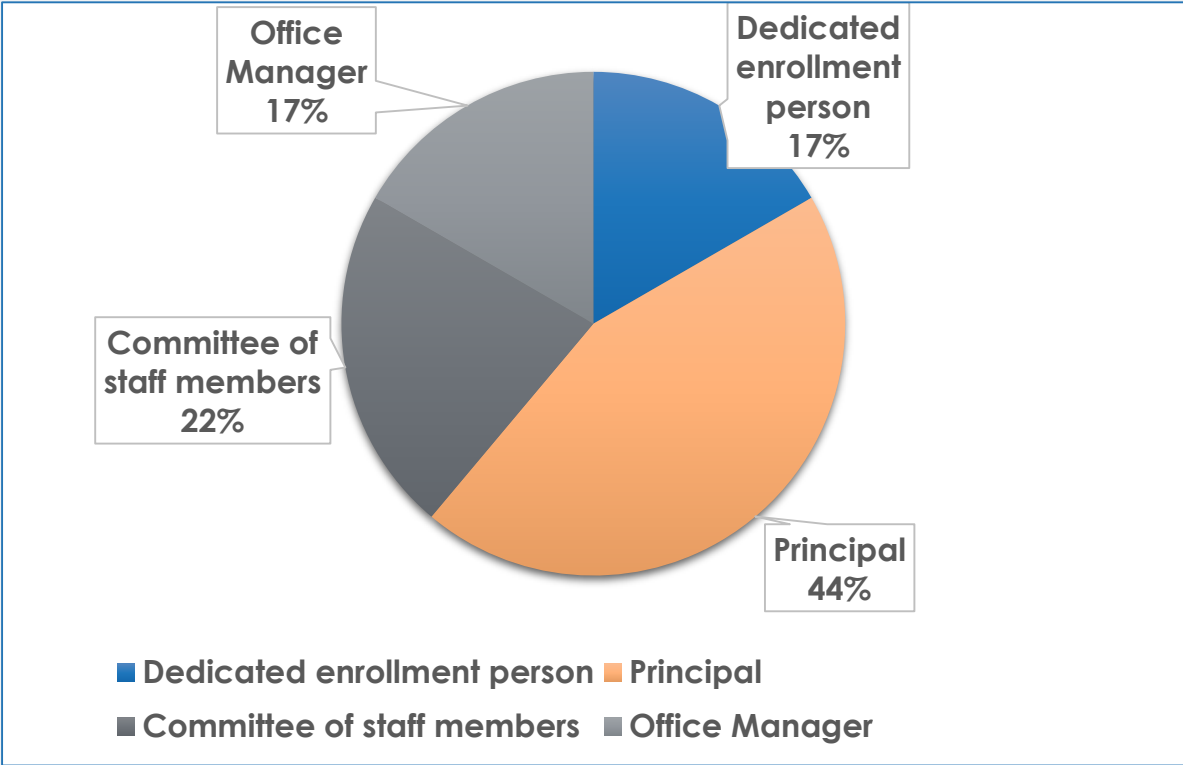
QUESTIONS



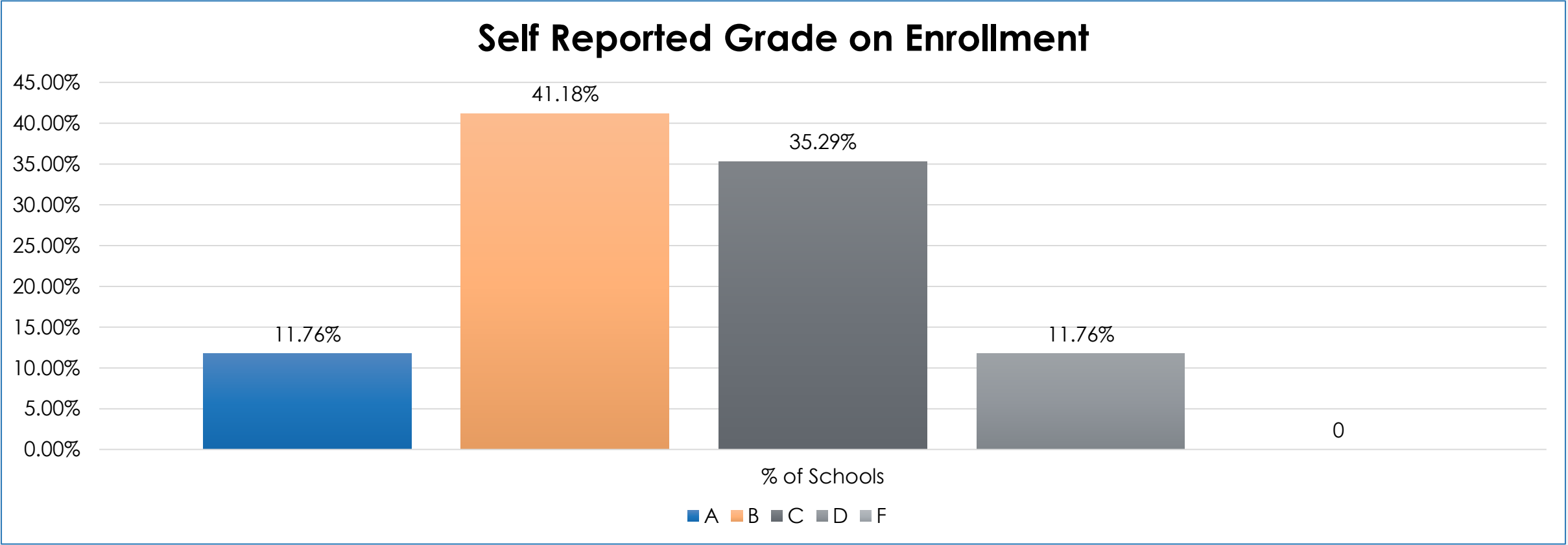
BACK UP

SURVEY RESPONSES

Who is responsible for your school's marketing



SURVEY RESPONSES



SELF REPORTED PERFORMANCE ON DIFFERENT MARKETING EFFORTS

